



**VERMONT
TECH**
VMEC HOST SINCE 1995



***Our Mission:
Strengthen and Empower
Vermont's Manufacturers***



100+ years of direct manufacturing experience

100+ years VMEC experience

Local and National Service Providers

A top performing center in the MEP National Network

VMEC CAN HELP YOUR BUSINESS...



Improve

Implement winning strategies,
reduce waste, reduce lead times,
gain capacity, maximize cash flow



Grow

Develop Innovative Strategies,
Reach more Customers, Find
new Markets, Increase Sales &
Profits



Learn

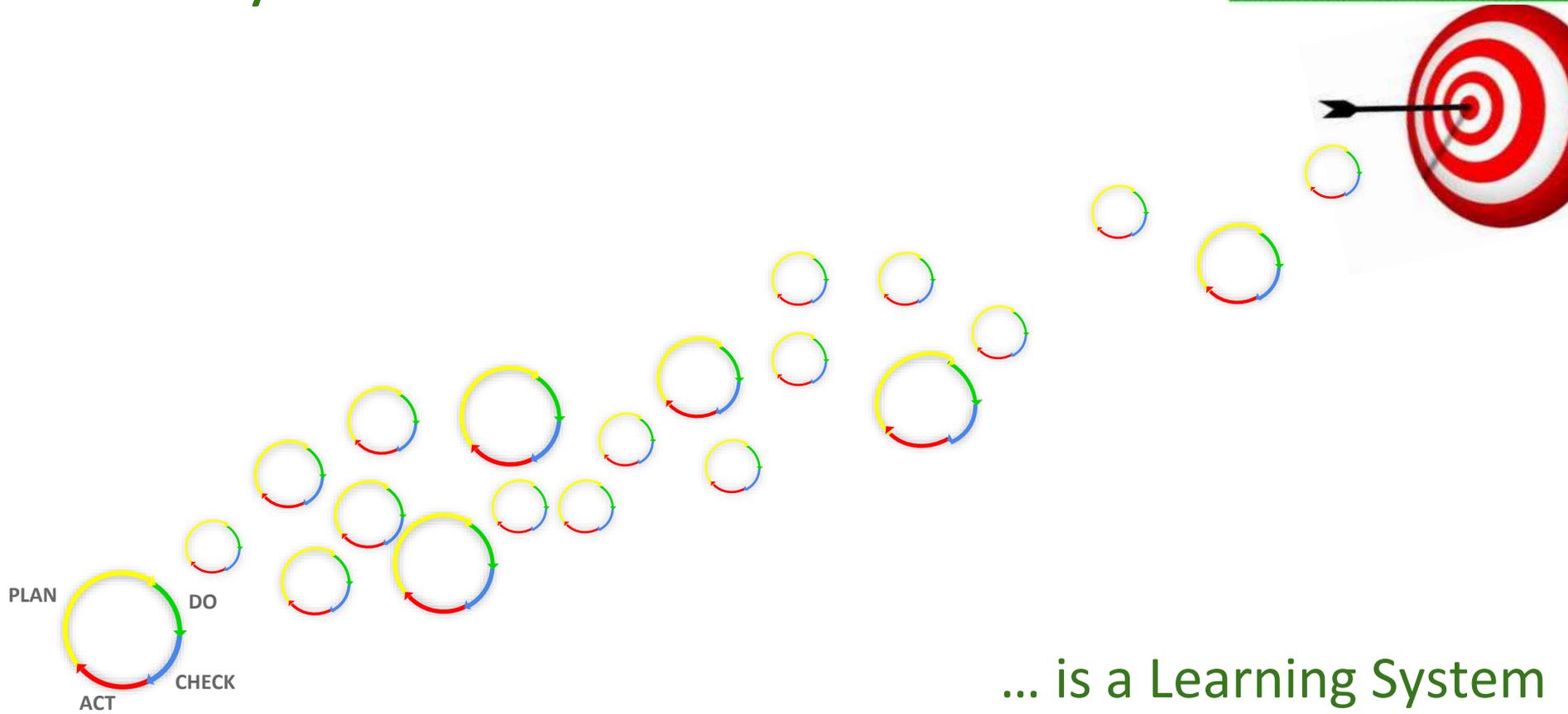
Professional Public & On-site
Training for leaders and workers,
Talent Development, Networking
Opportunities



And More

VMEC as a Trusted Advisor,
Coaching and Mentoring, Access
to Regional & National
Resources

A Lean System ...



System Driven Leadership

Grounded in Deming System of Profound Knowledge



W. Edwards Deming

PRINCIPLES

1. Appreciation for a System
2. Knowledge about Variation
3. Psychology
4. Theory of Knowledge (PDSA)

A Lean System ...



Default assumption :

ASSUME EVERYONE WANTS TO DO GOOD WORK

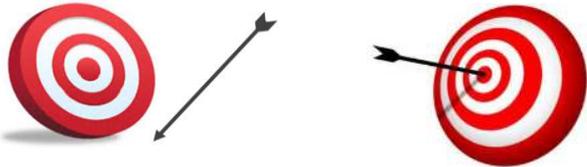
If the results fall short...look to the system or process
to see what is inhibiting people from doing good work.

... is a Learning System

A Lean System ...

GO SEE

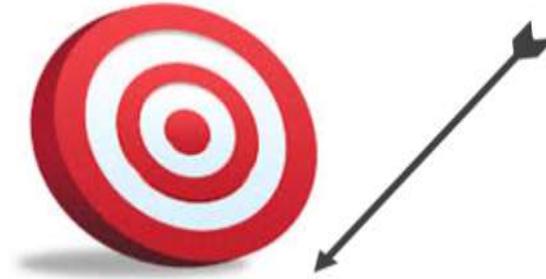
- observe directly, the actual process
- inquire humbly
- respect the current condition
- learn from internal and external customers and suppliers



... is a Learning System

A Lean System ...

MAKE PROBLEMS VISIBLE



What is good work?

Determine key processes and indicators of the system

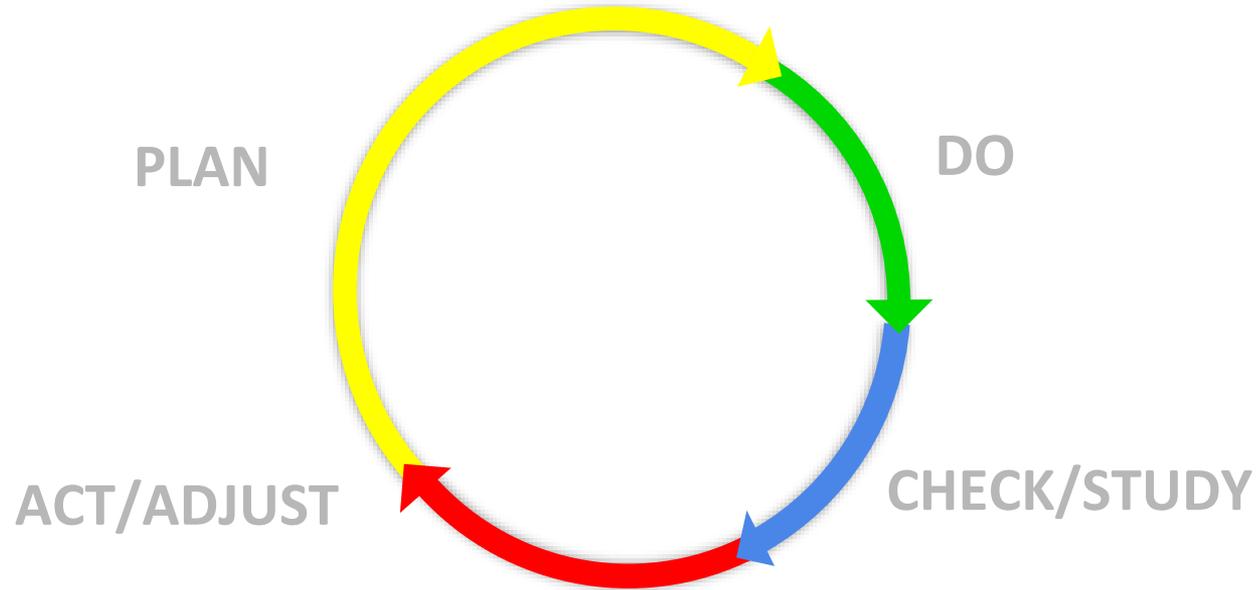
- connect them to customer value

The goal is to have everyone engaged in seeing and solving problems.



... is a Learning System

A Lean System is a Learning System



...with focus on People and Process to deliver Value

Developing an Improving Enterprise

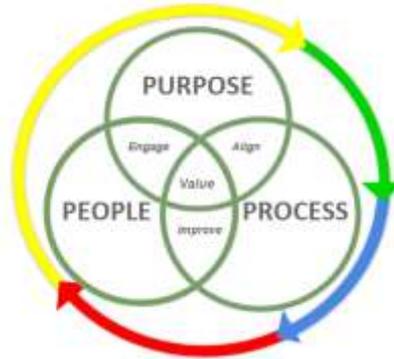
Default assumption :

**ASSUME EVERYONE
WANTS TO DO GOOD WORK**



If the results fall short...

look to the system or process to see what is inhibiting people from doing good work.



What is good work?

MAKE PROBLEMS VISIBLE

Appreciate purpose and parameters of the system

-connect them to customer value and the vision
-make the system visible - map it



GO SEE

- observe directly, the actual process
- inquire humbly
- respect the current condition
- learn from internal & external customers and suppliers

The goal is to have everyone capable and engaged in seeing and solving problems.

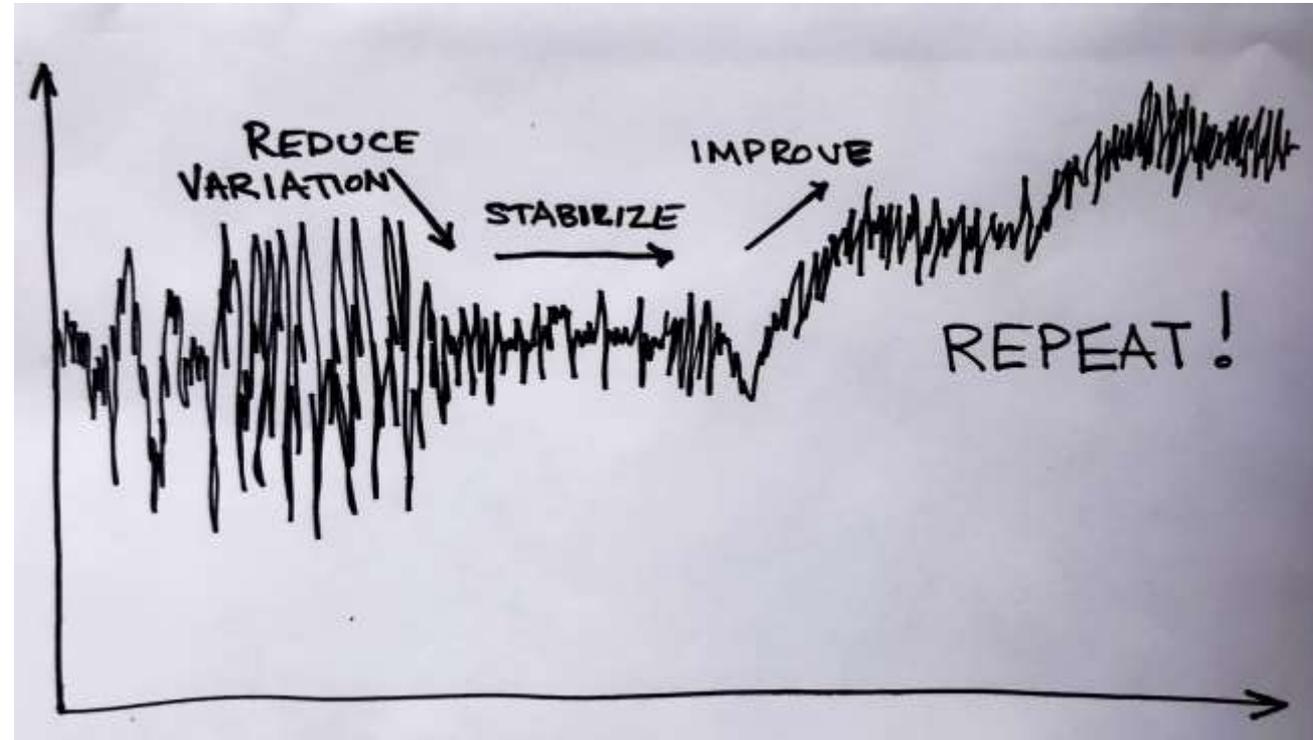


SOLVE PROBLEMS

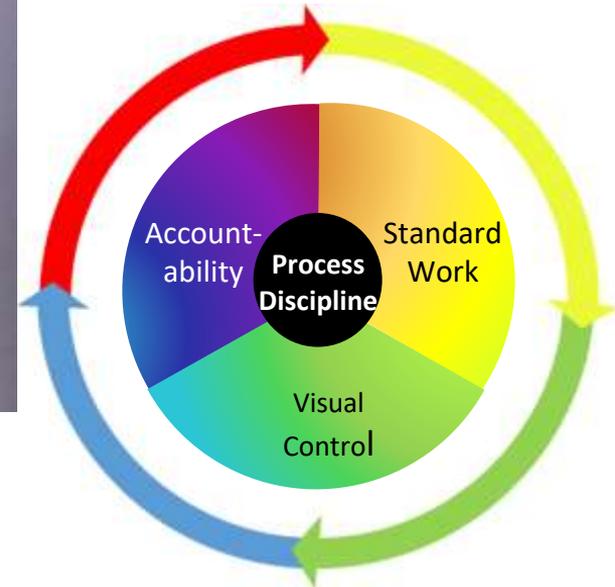
- use shared methods to collaborate objectively & efficiently
- use cycles of learning to build capability and capacity to improve
(Plan Do Check/Study Act/Adjust)



Learning Management Systems



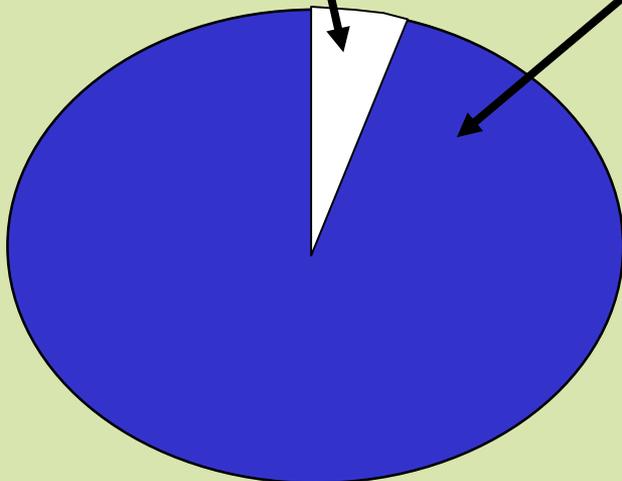
Lean/Learning Management Systems pull for Improved Performance from a Stable Baseline



Eliminating Waste



Value Added



Non-Value Added

- Defects
- Overproduction
- Waiting
- Not Using Employees Knowledge
- Transportation
- Inventory
- Motion
- Excess Processing

Typically 95% of all lead time is non-value added

THE WHO...

PRACTITIONERS

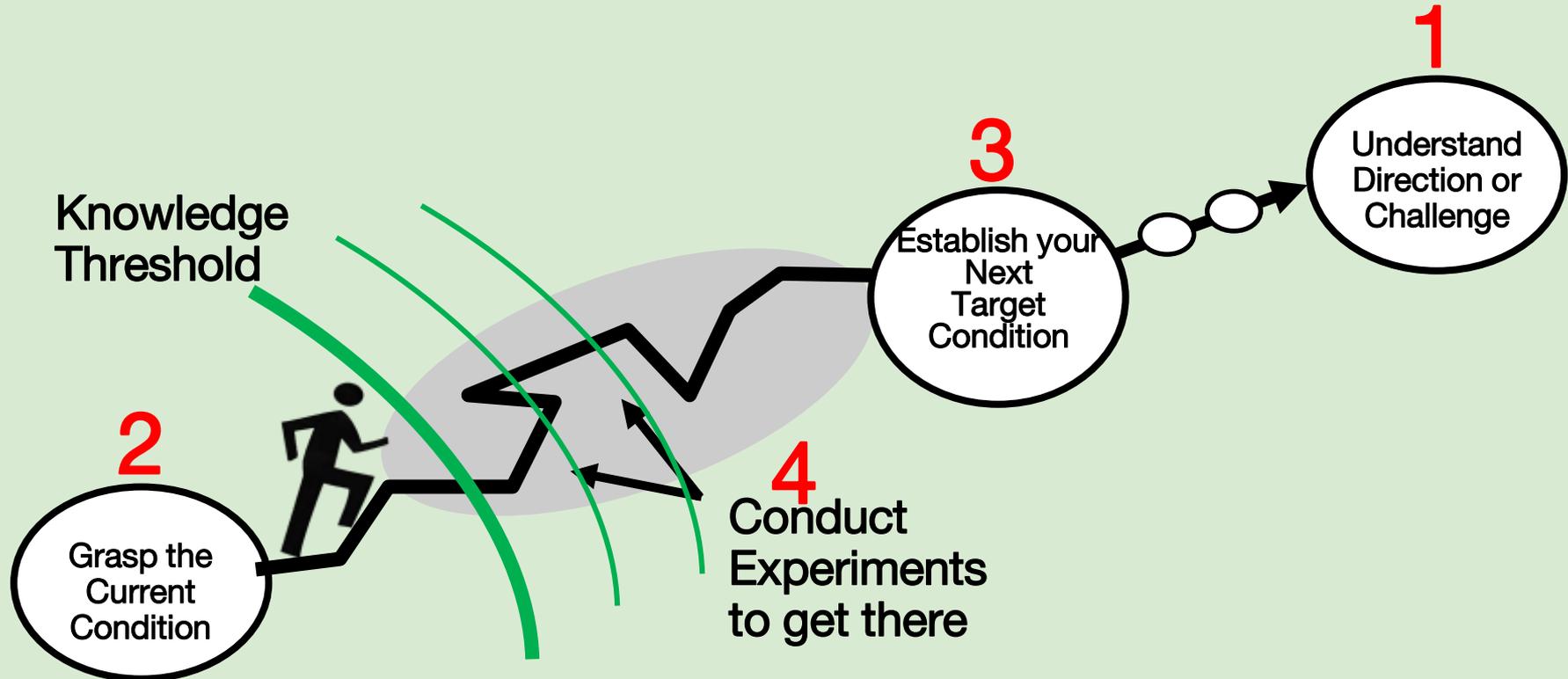
LEADERS

EXECUTIVES

Improvement Methods

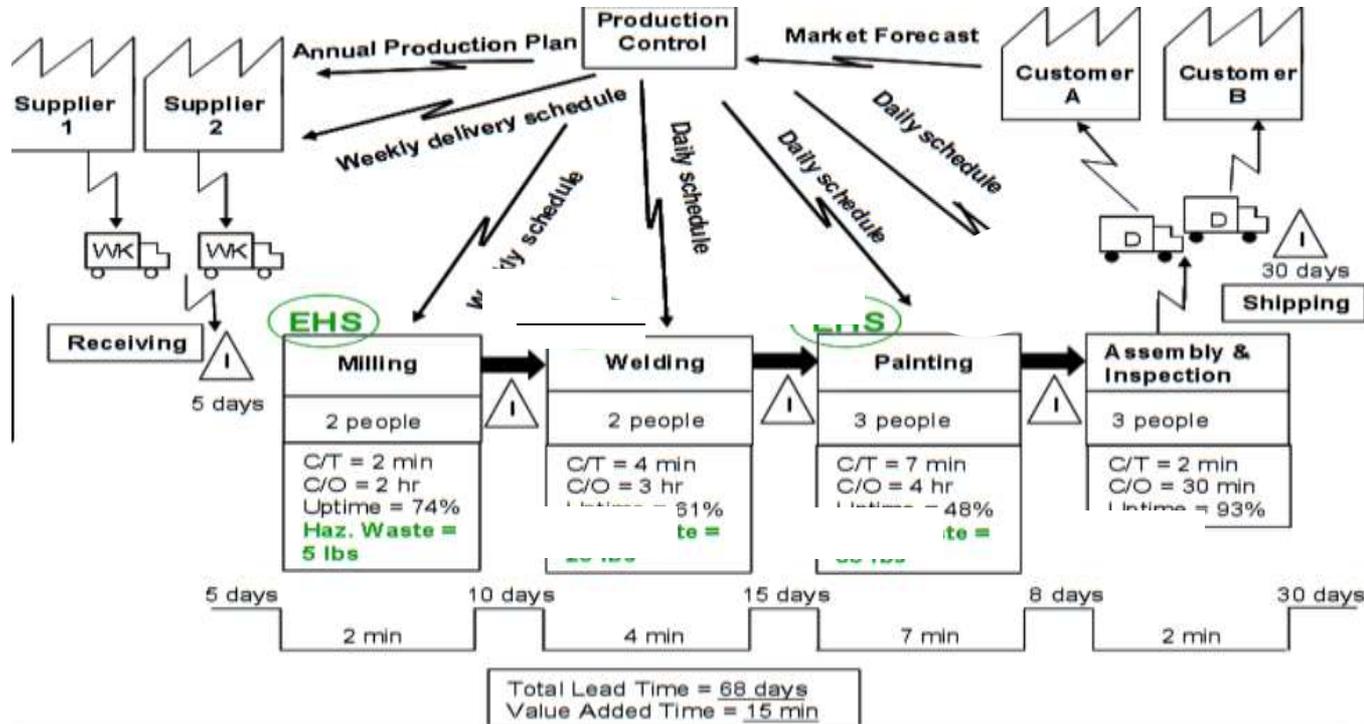
Share A Common Pattern

1. UNDERSTAND DIRECTION
2. GRASP THE CURRENT CONDITION
3. ESTABLISH YOUR NEXT TARGET CONDITION
4. CONDUCT EXPERIMENTS



Improve - Systems Improvement

Example: Value Stream Mapping



Systems such as:

- Production
- Services
- Administrative
- Supply Chain
- Quality Mgt
- Innovation/Development
- Accounting/Finance
- Safety
- Marketing/Sales

Improve Flow – Shorten Lead Time – Improve Cash Flow